



# Command Philosophy

Curtis V. Ebitz, Jr  
Lieutenant Colonel, U.S. Marine Corps  
Commanding Officer  
Marine Wing Headquarters Squadron 1



MWHS-1 will be a unit comprised of professionally competent, morally grounded and physically fit Marines dedicated to our mission with a reputation for balanced excellence, integrity and enthusiasm. I expect everyone to dedicate themselves to professional and personal excellence and to be aggressive in the performance of their duties. Courage and moral character are essential to my command philosophy. You can never be wrong by doing what is right. Keys to our success – initiative, discipline, motivation, enforcing the standards and teamwork!

I regard the following principles to be the foundation of our success:

1. **Mission.** We will accomplish our mission by achieving balanced excellence. We will provide administrative, training, logistical, and operational support to the 1st Marine Air Wing Headquarters in order to ensure the effective and efficient functioning of the Wing.
2. **People.** Our Marines, Sailors, Civilian Marines and their families are the most important element in this command. Their performance and welfare will make the difference between a mediocre and outstanding unit, but most importantly--- **Mission Accomplishment.**
3. **Integrity.** Integrity forms the basis of our individual and collective reputation and how others view and trust us. Ultimately, integrity is the steel that will bond us together when we face crisis or hardship. We cannot succeed as a unit without a common commitment to a high standard of integrity.
4. **Leadership.** Engaged leadership will be a hallmark of our squadron. We must know and take care of our Marines and their families. Trust is essential to good leadership; trust, but verify. Without this, we will not be able to successfully accomplish our mission.
5. **Balance.** We will emphasize a balanced approach to life. Family, work, fitness, and education must all take on proper proportions in our daily lives. Only by being balanced can we be **mentally, morally and physically ready** to meet our challenges as Marines. Too much or too little attention paid to any one of these core elements will ultimately degrade our effectiveness and resilience.
6. **Standards.** We will maintain and enforce the highest standards of performance and conduct that make us Marines (*Marine Corps Ethos, Pride in Corps and Self*). We train Marines to the standard, pure and simple (professional/technical competency, physical fitness, respect for others, adherence to policies and directives, etc.) This gives Marines the background to face any challenge in any environment.

## **COMMANDER'S EXPECTATION: BALANCED EXCELLENCE**

- Be competent in the basics.
- Expect greatness through dedication, quality and hustle. Plan with details in mind.
- Train aggressively, systematically, and with a purpose—while preserving the force.
- Make safety an active component of everything we do. It is not a stand-alone program and stems from the mindset of being professional and deliberate in everything that we do ***both on and off-duty.***
- Maintain precise administrative and physical responsibility of ***everything*** we own.
- Relationships provide the foundation of how we do business with each other, within the staff and with outside agencies or commands.
- Fix the problem; not the blame.
- Hold each other ***liable*** for behavior 24/7. Whenever there are two or more Marines present, one is in charge.
- Act as a mentor and role model. We set the example... ***ALWAYS!***
- Personal Accountability – Set a personal example of integrity, readiness, and accomplishment. Never compromise your core values.
- Be enthusiastic and having fun—we do this by doing the hard things well.

We must preserve the spiritual health of our Corps. Guard against doing things that may bring discredit, or disgrace to you as a Marine, this Command, or our Corps. We will emulate the ***Core Values*** of Honor, Courage, and Commitment to cultivate a character that will define us for a lifetime. These values are not a set of rules that govern behavior; rather, they are a way of life. We are ambassadors for our Marine Corps and are judged by how we act. Always be on your best behavior; you'll find people will admire and respect you — as they should.



## Marine Wing Headquarters Squadron 1 Commanding Officer's Policy Statement on *Unit, Personal and Family Readiness*



The readiness of our Marine and Sailors is critical to the success of this squadron. Just as physical fitness and professional development are integral to individual readiness, our ability to deploy quickly to "Fight Tonight" in the Asia-Pacific Theater is vital to our mission. The Unit, Personal, and Family Readiness Program (UPFRP) is no different and is designed to ensure that our Marines, Sailors and families are empowered with appropriate information that may aid in managing the challenges that many of our service members and families face.

Our program seeks to educate, train, and prepare Marines, Sailors and family members for the challenges of the military lifestyle, and it includes not only the spouses, but also parents, grandparents, and other significant family members. I view family resiliency and readiness as a combat multiplier; equally as important as individual, equipment, and combat readiness. With a strong family core, our squadron is better prepared to respond to whatever the future may hold.

As the Commander, I take personal ownership in our squadron's UPFRP. My intent is to shape our program to set the conditions for a direct link between the local and extended families of our squadron and me. My vision for our program is to help each of you better prepare your family to successfully balance our military lifestyle with our mission. As a Marine, you are entitled to certain military programs and services; and it is my responsibility to provide you and your family with the resources, education, and referrals needed for these programs. Our UPFRP is built around a partnership with Marine Corps Community Services (MCCS), Marine Corps Family Team Building (MCFTB), and several other military family structured organizations. Together we will build a squadron that is dedicated to its mission on all fronts. Our Family Readiness Officer (FRO), Mr. Colt Teuscher, is our primary communication link with families. He also has access to the full resources and knowledge of the Marine Corps Family Team Building Program and is available to assist you in finding the resources that you may need.

For the Marines and Sailors, you are encouraged to take full advantage of the UPFRP, and should in turn encourage your family members to join the team today. We can focus exclusively on our duties if we are certain or secure in the knowledge that our loved ones are well informed and have access to the full resources of the Unit, Personal, and Family Readiness Program .

For the Families, you have access to the FRO at any time day or night. He can refer you to substantial resources that are available to assist families. His email address is [colt.teuscher@usmc.mil](mailto:colt.teuscher@usmc.mil), office number is **645-7660 (on base)** and **098-970-7660 (off base)**, and cell phone **080-2716-9104**. For up-to-date squadron information and online resources, please visit <https://www.emarine.org> and join our unit!

With fully prepared and well-informed Marines, Sailors and families, I am confident that you and your loved ones will be able to confidently handle any situation that may arise. When families are prepared, Marines and Sailors are able to focus on the difficult tasks at hand and fully meet the needs of our country and Corps. Your families are the life-blood that enables us to accomplish our mission. Engage them with the most current information available, and empower them to work with the UPFRP Team to make them ready. I truly appreciate all of your hard work, sacrifice, and understanding in support of your Marines and Sailors.

Semper Fidelis,

Curtis V. Ebitz Jr  
Lieutenant Colonel, U.S. Marine Corps  
Commanding Officer  
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## Marine Wing Headquarters Squadron 1 Commanding Officer's Policy Statement on

# ***Suicide Prevention***



After two years of reduced incidents, the Marine Corps saw an increase in suicides during calendar year 2012. Suicide remains the second leading cause of death and is an irreversible reaction to life's problems. It is a tragic and preventable loss, causing untold grief to loved ones and units, and is of highest concern to the public, legislators, the Commandant, and all Marines. Even one death by suicide is too many.

Suicide causes are varied: Disruption of Family and individual relationships, environmental influences, high risk behavior, medical conditions, or a combination of these. Regardless, they clearly reflect stressors associated with a decade of persistent conflict and an unprecedented operational tempo. Suicide and suicidal behavior at all levels can take a tremendous toll on readiness and resources of the unit involved. Tragedy can be averted if leaders and peers begin to identify potential risk factors and take appropriate action. Early recognition, prevention and intervention to assist at risk Marines and Sailors is key to preventing suicide and must be one of our highest priorities.

Suicide is a permanent 'solution' to a temporary problem. It must be emphasized to anyone at-risk, that there are people who care about them and who will be left behind if they act on a passing impulse. The people who care about you will have all of the associated guilt and doubt as to what they missed or did wrong. We must further discard some of our misconceptions regarding those who contemplate suicide, even in jest -- particularly that people who joke about suicide are not serious about acting. The exact opposite is true! Almost everyone who attempts suicide has given some sort of indication in the past.

Make no mistake: preventing suicide is a challenge that will require a serious intellectual, individual, organizational, and leadership commitment. Do not hesitate to help someone who is in a downward spiral. Get involved -- an upset friend is better than a dead friend. If you are the one experiencing depression or thoughts of suicide-- do not hesitate to talk to someone. Do NOT keep a problem that is eating away at you to yourself.

The MWHS-1 Chaplain is always available and is an integral part of the squadron with unique trust and confidence. Being outside the chain of command and having 100% confidentiality make them especially valuable as an adviser if you are unsure on what course of action to take. The MWHS-1 Chaplain is also our Suicide Awareness and Prevention Coordinator who can be reached at 090-3014-2260. For further help or additional information, contact him or anyone else in the chain of command, or visit the 1st MAW Suicide Prevention website at: <http://www.marines.mil/init/1stairwing/Pages/SuicidePrevention.aspx>.

I am committed to ensuring every Marine or Sailor is taken care of, and I ask for your commitment in this effort. You must know your Marines and Sailors! Vigilance is critical to the early detection of those at risk for suicide.

**Observe, listen, empathize and act!** I challenge every member of this squadron to do their part to remove the lingering stigma attached to seeking behavioral health assistance. I expect leaders to ensure all those who need assistance get it promptly. Each life lost to suicide is one life too many. Each one of us has a role to play in preventing suicides. This squadron needs every single Marine, Sailor and civilian to achieve balanced excellence.

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# Marine Wing Headquarters Squadron 1 Commanding Officer's Policy Statement on *Safety*



Marine aviation is facing one of the most challenging periods in our illustrious history due to sequestration. Factors outside the control of this squadron may combine in a manner that will increase our risk, but we will rise to the tasking and safely accomplish the mission. Safety begins and ends with **operational excellence**, engaged **leadership** and the consummate **professional**. These are the essential elements inherent in a successful organization.

I expect visible leadership at every level to provide the energy, focus and dedicated purpose necessary to elevate and maintain these essential elements for our success. A squadron that performs competently and seeks improvement will perform safely. Knowledgeable and caring Marines and Sailors extend professionalism to their off duty activities. Our ability to act and perform adeptly will always be the foundation and measure of a sound safety environment. My challenge to each of you is to strive for and meet that standard.

There is no task in this squadron so important that it must be executed at the expense of safe and sound operating procedures. Whether on or off duty, at home or on liberty, our professionalism and pursuit of operational excellence demands that safe and sound practices are followed. In our business, even the slightest misstep in behavior can have disastrous effects. Put simply, **bad policy, poor focus, or improper execution means people get injured or die**. My responsibility is to ensure mission success while serving as a good steward of all of the people and equipment entrusted to me. I cannot do that alone. I can provide an environment that fosters a safe attitude, but it requires each and every Marine in this squadron to ensure we act professionally and preserve our greatest assets to be ready to meet the missions that are assigned to us.

My safety policy is built on four pillars and must be applied to your on and off duty and daily activities:

- **Professionalism** — Display an attitude and demeanor that emulates our Core Values; seek a solid foundation of professional behavior on and off duty. A smart, well thought out approach to everything we do is a prerequisite to sound and safe practices.
- **Education** — Know and abide by established rules and procedures. The unknowing can never be expected to function in a safe and proficient environment. The responsibility of teaching and training begins with the commander and extends to every NCO in this squadron.
- **Involvement** — All hands must recognize that they have a vested interest in this program, understand their individual role, and conduct themselves accordingly. Know and respect your limitations. This requires the participation of all members in the squadron without prejudice towards rank, position, experience, or seniority.
- **Empowerment and Enforcement** — Everyone must be allowed and is expected to oversee a safe environment. Aggressively participate in efforts to identify and eliminate hazards; correct problems on the spot regardless of rank or experience. Each of you carries my authority to stop an unsafe activity or correct unprofessional practices. We all must be extremely vigilant in ensuring that we do not over look that which could damage or destroy.

Our success as a squadron depends on the capable and competent actions of aggressive individuals working together as a team to accomplish the mission. The resultant effect of our efforts will ensure that the dynamic environment in which we operate is adroitly charged and inherently safe. A professional environment does not grow over night and certainly does not establish itself. It is tough, and it takes work. All hands must assume their share of responsibility, and when the time comes to correct a problem, each of us should be racing to fix it.

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## Marine Wing Headquarters Squadron 1 Commanding Officer's Policy Statement on

### ***Equal Opportunity***



Marine Wing Headquarters Squadron One (MWHS-1) will foster a climate in accordance with the Marine Corps' Policy on Equal Opportunity. Whether in garrison or upon the battlefield, our mission requires mutual trust that can only exist in an organization where every individual is treated with respect and dignity – regardless of race, color, gender, religion, age, or national origin, consistent with the law and regulations and the requirements for physical and mental abilities. The treatment you receive will be based upon performance, individual merit, maturity, leadership ability and motivation; these are the determining factors of success at MWHS-1.

Any form of discriminatory conduct are incompatible with our Core Values of Honor, Courage and Commitment and will not be tolerated. Behavior of this type can quickly erode unit cohesion and I demand that all Marines correct situations or behaviors on the spot that have corrosive effects on the mission readiness of our squadron. We must ensure that optimal conditions exist for each member of our diverse team to succeed. Your conduct will be professional, both in and out of uniform. You will be treated with the respect that has been earned along with the title of Marine. That respect will be extended to the Sailors and Civilian Marines of this command who have chosen to serve among you.

As your Commanding Officer, it is my responsibility to ensure that your ability to succeed and to accomplish your mission is not hindered in any way by the prejudice or bias of others. I take this responsibility seriously and demand that each of you familiarize yourself with the Marine Corps' Policy on equal opportunity, this statement and the complaint process. I am committed to fostering an environment with fair, impartial, and unbiased treatment to all. I expect/demand this attitude throughout this Command. Let me be perfectly clear:

- Neither discrimination nor harassment of any kind will be tolerated in this squadron.
- Maintaining the dignity of every person in this command is a bedrock principle of my ethos, and I will accept nothing less.
- Any substantiated incident or violation of this policy or those willfully submitting false allegations will result in administrative or punitive proceedings under the Uniform Code of Military Justice (UCMJ).

Discrimination is the illegal treatment of a person or group based on race, color, national origin, age or sex. Examples of discriminative treatment are: racial ethnic, religious, or gender related jokes; illegal use of electronic mail to send disrespectful or inappropriate comments; disparate treatment of opportunities such as promotions, awards or MOS accountability based on race, color, religion, gender, age, or national origin; and covert reprisal against a Marine for reporting discriminatory practices.

Anyone who experiences or observes acts of discrimination must take appropriate action. If you feel you have been discriminated against, you are encouraged to try and resolve the situation at the lowest level possible by using the Informal Resolution System (IRS). If the IRS does not solve the problem, you may choose to address the inappropriate behavior formally. Formal complaints will be submitted via the chain-of-command and properly investigated. I will take swift and deliberate action where warranted. Assistance is available through the MWHS-1 Equal Opportunity Representative. If you believe the problem cannot be resolved via the chain-of-command, then you are strongly encouraged to utilize the 1st MAW Equal Opportunity Advisor, DSN 645-2058 or CELL 090-6861-4861.

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# Marine Wing Headquarters Squadron 1 Commanding Officer's Policy Statement on *Hazing*



As stated by our Commandant in MCO 1700.28, *"Marines [and Sailors] are our most precious assets. I will not tolerate any instance where one Marine inflicts any form of physical or psychological abuse that degrades, insults, dehumanizes or injures another Marine. We will protect our Marines through fair, scrupulous, and unbiased treatment as individuals— caring for them, teaching them and leading them."*

•Simply stated: **hazing is a crime and it will not be tolerated by any member of MWHS-1!**

Hazing is defined as an act by one of our Marines and Sailors towards another which causes them to be exposed to an activity which is cruel, abusive, humiliating or oppressive. Hazing often revolves around an act of initiation or congratulation, and can include physical acts to inflict pain, verbally berating another, or encouraging another to engage in illegal, dangerous, or demeaning acts. Some common examples of hazing are pinning on of rank, forced consumption of alcohol/alcohol tunneling, and incentive PT.

Hazing violates the dignity of our Marines and Sailors and brings dishonor upon our command and the Marine Corps. If you are found guilty of committing an act of hazing, you will be held accountable and will face judicial or non-judicial action. If you are subjected to hazing, or if you are aware of an act of hazing being committed, you must report it. You can report it through your chain-of-command, or through other avenues, such as the Squadron Equal Opportunity Representative or Chaplain. In any case, it must be reported promptly so that appropriate action can be taken.

Marines and Sailors, there is a difference between power and authority. You may be granted authority by the uniform you wear, the rank you have earned, or the billet you have been entrusted to hold. However, hazing is a perversion of this authority into a display of power over an individual or group of individuals. I charge you with treating each other with respect, dignity and preserving the honor of this command by not allowing hazing to occur. Demonstrate impeccable character, integrity, treat others like you want to be treated, and never waiver from always doing the right thing.

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# Marine Wing Headquarters Squadron 1 Commanding Officer's Policy Statement on **Sexual Assault**



As Marines and people who serve with Marines, we hold to our core values of honor, courage, and commitment in respecting the dignity of others. Any attack on the dignity of another Marine goes against these values and we will not tolerate it. We must always treat each other with respect and dignity. The foundation of my sexual assault policy is : **Choices, Consequences, and Courage.**

Sexual assault is a crime under the Uniform Code of Military Justice (UCMJ) and can occur without regard to gender, spousal relationship or age of the victim. Lack of verbal or physical resistance or submission resulting from the use of force, threat of force, or placing another person in fear does not constitute consent. Furthermore, a sleeping, unconscious, or incompetent person cannot consent. Irresponsible consumption of alcohol is frequently cited in sexual assault incidents and can place a Marine at increased risk. Therefore, all leaders will stress the need for the responsible consumption of alcohol and not allow any Marine to be victimized as a result of intoxication.

Any assault of a sexual nature will be investigated as a criminal act and is punishable under the UCMJ. Ignoring or failing to report sexual assaults degrades trust and may have damaging consequences for victims and the squadron.

All members of the squadron must seek to prevent sexual assault and be prepared to immediately respond to the needs of the victim. Victims of a sexual assault will be treated with sensitivity, decency and respect. Victims have full access to appropriate medical, emotional, psychological, and social services. Care will be given to ensure that the identity of a victim of a sexual assault is released only to those who have a need to know (i.e., the Commanding Officer, Provost Marshal's Office, or Naval Criminal Investigative Service).

If you are a victim of sexual assault, you have at least two methods of reporting the assault: unrestricted and restricted reporting. Regardless of the method you choose, I encourage you to make a report in order to eliminate sexual assault from our Corps and prevent others from becoming victims. Victim safety is paramount at all times!

In the event of a sexual assault, contact the MWHS-1 Uniformed Victim Advocate (UVA) at cell 090-6861-5459. You may also contact the sexual assault hotline at 645-HOPE (on base) or 098-970-HOPE (off base). Information is also available on the MWHS-1 website at <http://www.marines.mil/unit/1stairwing/mwhs1/Pages/default.aspx>.

I view each and every member of MWHS-1, (Marines, Sailors and civilians) as members of a family. If someone sexually assaults a member of our team, our family, then we all must ensure the welfare of victims while holding the assaulter accountable through the applicable justice system. Sexual assault is a complete and total contradiction to the core values that we hold so dear. Eliminating sexual assaults will take a dedicated team effort. The Squadron's Marines and Sailors, regardless of rank, must commit themselves to extinguishing sexual assault by exercising leadership that exhibits honor, courage, and commitment. I challenge all members of the Squadron to accept responsibility for achieving this goal. Our Marines, Sailors, and family members deserve nothing less than our complete dedication to this cause.

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# Marine Wing Headquarters Squadron 1 Commanding Officer's Policy Statement on ***Crisis Response***



Unit, Personal, and Family Readiness Program (UPFRP) directs the establishment of policy at the unit level by which information is disseminated to the Marines, their spouses, and designated parents/extended family members in the event of a crisis. My intent is to ensure timely and accurate communication is provided. An example of a crisis or perceived crisis for the UPFRP includes, but not limited to, a unit family member being killed in a car accident, a base closure due to impending typhoon or other destructive weather phenomena.

It is my policy that information disseminated will not interfere with or precede the Marine Corps policy for casualty notification. The Family Readiness Officer (FRO) has no role in the casualty notification process; therefore, any unsolicited communication from the FRO that is deemed necessary by the commander shall be passed through the Casualty Assistance Calls Officer.

Each crisis occurrence will dictate the method of communication and will not necessarily be the same. However, the message will be consistent on all methods. I, or my representative, will advise the FRO on which part of the Authorized Official Communication Tool to use and I will normally personally approve the content of the communication. Options available include these or any combination thereof.

- Marine
- Marine Online
- Newsletter
- Email
- Toll Free Marine Corps Hotline
- Word of Mouth

The goal of a successful UPFRP is to make certain we are partnered with our families, including extended family members, in order to provide up to date, accurate and reliable information and resources.

My underlying desire is to provide timely and accurate communication to the Marines, Sailors, spouses, and family members. The FRO will proactively seek guidance from me or my designated representative before sending any communication during or following a crisis situation.

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# Marine Wing Headquarters Squadron 1 Commanding Officer's Policy Statement on ***Substance Abuse***



Substance abuse is a nationwide issue found in all sectors of our lives. However, as Marines, we are held to a higher standard and need to demand the best of ourselves and of our fellow Marines and Sailors. Substance abuse effects morale, unit cohesion, degrades performance, effectiveness and unit readiness. It is contrary to our Core Values, and the actions of substance abusers can result in serious injury to civilians, members of this squadron, themselves or damage to equipment.

Substance abuse destroys the health of personnel, their careers and eventually their families. **Substance abuse is also not limited to the use of illegal drugs.** Prescription medications, over-the-counter drugs, and alcohol abuse can be just as dangerous when used in ways not consistent with their intended purpose. The effects of various drugs and alcohol impair a person's capacity to think clearly, assess risk appropriately and act responsibly. Abuse can quickly become a significant contributor to domestic abuse, sexual harassment, injury, and death. Recognize the significance of this potentially lethal ingredient. Poor decision making and irresponsible behavior in our profession have unnecessarily killed others over the years.

My policy is simple— **ZERO TOLERANCE; always do the right thing!**

- To be blunt: Any Marine or Sailor determined to be abusing will be charged under the Uniform Code of Military Justice (UCMJ) through Non-judicial Punishment (NJP), Courts Martial, and processed for separation from the Marine Corps.
- To be clear: There will be no leniency!

I will utilize an aggressive compulsory Urinalysis Testing Program. This system will ensure annual drug screening of all Marines and Sailors, regardless of rank. We will randomly test at least ten percent of our unit on a monthly cycle. Expect a smaller number of personnel tested on a random and more frequent basis. The intent is to reduce predictability and to increase your reasons not to do drugs.

We are professionals and will be held accountable for our actions. Those that choose to abuse drugs or alcohol rarely do so alone. In many cases, peers know of the abuse and decide to do nothing. Those who tolerate substance abuse in others and do nothing are **culpable!** Moral courage and intestinal fortitude to identify those abusing will be a test each of you. Pass this test by getting help for the individual, thereby preventing potential negative results of your inaction. Consider the proper choices to be a career decision and a life-saving skill.

If you are concerned about someone you believe to have a substance abuse problem, obtain help through your medical provider, professional addiction counselor or command Substance Abuse Control Officer (SACO). There are a variety of programs available to help our Marines and families, and the squadron Substance Abuse Control Officer can provide anyone who needs it the help to keep alcohol from destroying their lives.

Our Core Values of Honor, Courage, and Commitment enable our success when at home or in battle. Honor your service by staying Drug and Alcohol Free. Have the courage to intervene to prevent someone from making a poor life-changing decision. Every member of MWHS-1 is essential to this command and critical to our mission success. Degrading our readiness and combat effectiveness due to unprofessional behavior of abusing drugs or alcohol is not acceptable. Finally, possess the commitment to a lifestyle that will promote your best performance.

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